

DIA Declassification/Release Instructions on File

17 July 1967

MEMORANDUM FOR: D/DCI/NIPE

SUBJECT: Library of SA Studies

1. In accordance with your letter to Lt. Gen. Carroll dated 19 June 1967 which called for a mutually acceptable method for initiating action towards assembling a library of Systems Analysis Studies, a series of meetings has been held with representatives of Lt. Gen. Carroll from Adm. Showers directorate of Plans and Programs. During the course of these meetings, discussion has included the relationship of such a library to the TOD, and the relationship to decision issues as well as possible study indexing procedures and the possible content of library. Both the elements of the TOD, as yet not defined, and decision issues were considered as possible index keys to permit grouping studies in a useful way. These two methods of indexing have advantages and disadvantages as follows:

Index Based on  
TOD Elements

Permits direct  
relation to intel-  
ligence problems  
(such as China  
ground forces)

Index Based on  
Decision Issues

Is likely to relate to  
hardware (example,  
[redacted] or  
to functional collection  
(example, visual  
photography over NVN)

25X1D

Index Based on  
TOD Elements

Would be more inclusive  
giving more complete  
information towards  
decisions.

Would have to await the  
establishment of TOD  
elements.

Would need to be quite  
comprehensive and  
complete for usefulness

Represents the best for  
the long term but implies  
one giant step with little  
or no interim payoff.

Index Based on  
Decision Issues

Relates to decisions  
which must be made,  
primarily in the near  
term, and is directed  
towards giving improved  
information (though  
incomplete) for specific  
decisions.

Could start now.

Could furnish useful,  
though incomplete,  
information almost  
immediately.

Is best for short term  
and could grow incrementally.

In addition, the problem of formats or content must be addressed. One would hope that for every SA study in the library a format could be developed which would be relatively useful and would require a minimum of effort to fill out. This format development, which I consider to be primarily a task for us, will take time and experimentation and will require comments and suggestions from both the potential customers of the library and the inputers, the people who do SA studies.

2. In the long run, the primary purpose for having a SA study library is to have available information on effectiveness which can be combined with the information on cost from the TOD, both types of information being necessary to assist decision making. Though in and of itself the library will not directly generate effectiveness information, it will serve to assemble such effectiveness information as is or will be available when needed and make it accessible where needed, and, in addition, point out areas where more effectiveness

information is needed. In this light the development of a SA study library would appear to be a large and long task, and is important in that, if it relates to the pace of the TOD development, it may still the fears that wrong judgments might be made based solely on cost information from the TOD as well as furnish positive information inputs to decision.

3. I propose to continue our efforts to develop the format for describing the studies, using actual SA studies of our own and those of others where we have copies. This effort is required whatever the indexing scheme may be. In order that some incremental usefulness may accrue I will attempt to orient the initial format development towards those studies relating to particular programmatic decision issues within the CIP.

4. Representatives of Adm. Showers have agreed to consult with us and make comments on the format for entering specific SA studies into the library. Later, I plan to request them to fill out the agreed upon formats on particular studies and <sup>(for them)</sup> to ask the services to do the same, so that we can be sure the format is best. Based on reasonable success in achieving a format acceptable to us and DIA, the next step will be to expand the scope to include the other three Intelligence Programs. However, even in the initial phases, I plan to involve  people so that a more complete intelligence consumer orientation will be achieved.

5. This memo has been looked at by representatives of DIA (including Adm. Showers and Lt. Gen. Carroll).

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to the Deputy DCI for

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